

implementation, and the early lessons learned about program design and implementation. It also presents data on the characteristics of the CHA's clients, units and budget prior to the implementation of MTW. These data provide a baseline for assessing the long-term impacts of the program.

The Development and Implementation of the Moving Forward Program

CHA interest in participating in the MTW program dates back to the late 1990s when the CHA staff submitted an initial application for program participation. The 1999 MTW legislation specifically named CHA as one of the agencies to participate, and HUD authorized CHA's participation in the program at that time, but the official MTW agreement languished for several years. Efforts to secure that agreement were reenergized in the mid 2000s and the design of the proposed MTW was revamped. Keys to the revised program were new ideas in the areas of rent reform, work requirements, expanding self-sufficiency programs, and enhancing the CHA's portfolio. An interim MTW agreement only covering the Section 8 program was signed in December 2006. The initial MTW agreement was signed in December 2007, followed by the Amended and Restated Agreement which officially started the ten-year demonstration time period in 2008.

The MTW program requires participating housing authorities to submit both annual plans and annual reports. CHA's initial MTW Annual Plan for FY 2007-2008 covered the Section 8 initiatives. The Annual Plan for FY 2008-2009 for the expanded program was developed by housing authority staff. Staff members responsible for developing that plan asked the staff of each major department to submit ideas for new initiatives. These ideas were screened by senior management and incorporated into a preliminary plan that was made available for public review, presented at a public hearing, and approved by the governing board. The Resident Advisory Council provided input for the plan from residents. This and subsequent annual plans include requests for waivers of HUD regulations to better accomplish the three MTW goals.

A complete list of the MTW initiatives requested in the 2007-2008, 2008-2009, 2009-2010, and 2010-2011 annual plans are listed in Appendix A of this report. The remainder of this section of the report will describe five major initiatives undertaken with the flexibility allowed by MTW: 1)